

# CORAL TRIANGLE SUSTAINABLE MARINE TOURISM PROJECT

Timor Leste, Solomon Islands & Papua New  
Guinea: 2016 – 2017



INFORMATION FOR THE GOVERNMENT &  
COMMUNITIES OF TIMOR LESTE

PROJECT PARTNERS:



## Overview of the project and key stages

In summary, the aims of this project are to:

- Provide a framework for developing and marketing a regional nature and marine-based sustainable tourism brand for the Coral Triangle
- Conduct business planning for distinctive positioning and hero experiences to support destination management planning at three selected areas in Timor Leste, Papua New Guinea and Solomon Islands
- Work with WWF and stakeholders to prepare a prospectus and identify and engage with potential investors in the destinations
- Prepare a communication strategy to promote the initiative and brand with key stakeholders, communities and businesses.

The first country to be involved in the project is Timor Leste, followed by the Solomon Islands and Papua New Guinea. In each of these countries we will focus on one 'site' or destination that has strong opportunities for nature and marine based tourism. This will serve as a pilot for the country and for the overall Coral Triangle project.

In late 2015, a baseline analysis of the current state of tourism in the Coral Triangle was developed, which also outlined a roadmap for the future development of nature-based tourism as a socio-economic development pathway for the region. The baseline analysis included, among other things:

- Global trends in tourism and nature-based tourism;
- Tourism as a driver of socio-economic progress;
- Coastal and marine tourism;
- Risks relevant to tourism development; and
- Assessment of tourism models and the potential for nature tourism brands.

The baseline analysis will inform the next stages in the project, including the positioning of each site, destination development planning and communication initiatives such as the investment prospectus.

### Key stages

#### Positioning and hero experiences

We will develop the positioning for each site in consultation with stakeholders through workshops, field visits and face-to-face meetings. The aim of the positioning will be to ensure the 'personality' of each site is recognized and provides a framework to emphasize its point of difference to other sites while also connecting to the overarching brand and values of the Coral Triangle Initiative.

This process will consider the attributes of the destination as well as how it would best connect in an emotional context to the visitor to win their 'hearts and minds.'

Based on the positioning we will then work with stakeholders on the hero (or signature) experiences that express the site's distinctive positioning and the essence of the destination; are suitable for target markets; are sustainable and will benefit the local economy and communities.

#### Destination development planning

A Destination Development Plan will be developed for each site to support destination

management planning and will include:

- Target markets and their needs and preferences
- Hero experiences, including opportunities for new experiences
- What is needed to deliver the experiences – such as products, infrastructure, industry capacity building, marketing and information, management needs and institutional arrangements
- Issues, barriers and opportunities related to tourism investment and development – such as site capacity and natural and cultural conservation values, environmental factors, legislative and policy arrangements and approval processes.

We will take a holistic approach by considering the range of factors that contribute to a visitor's experience and the delivery of those experiences before, during and after the trip.

#### Communication Strategy

Prepared in consultation with the WWF Project Team and key stakeholders, the Communication Strategy will:

- Be based on an assessment of the current awareness and perception of the initiative and the barriers and gaps to participation and opportunities for investment
- Identify the key messages for each segment within the target audience and the marketing channels to reach them, from traditional channels through to digital platforms. Messaging will be tailored to the needs of the target audience segments. The Communication Strategy will be informed by the positioning and values of the broader Coral Triangle program but will address site or destination-specific messaging to ensure appropriateness and relevance for the target audiences.
- A communications risk analysis will also be undertaken to ensure any politically contentious or complex matters can be addressed through refinement of key messages or assessment of the channels to audience.
- We will also prepare a brief for creative development of communication materials and/or platforms, which we will implement with our strategic partner, Catalyze Communications.

#### Investment Prospectus

The Investment Prospectus will:

- Provide an introduction to the broader Coral Triangle Region
- Describe the preferences, size and value of the target markets
- Describe positioning of the nature and marine-based sustainable tourism brand for the region
- Outline site-specific opportunities
- Provide information required by investors relating to the planning, regulatory, environment and community context. This would include any criteria to be applied to ensure investment proposals are appropriate to the setting and support economic, environmental and social sustainability.

#### Engagement with potential investors

In order to socialise and promote the investment prospectus, barriers to investment and pathways to solutions need to be identified. We will do this through:

- A stakeholder mapping process – engagement with key stakeholders who can assist identify and introduce key investors in nature and marine tourism or in tourism in the

- region would be identified
- Communication with our existing broad network of global investors and those identified through the project with key stakeholders
- Prioritisation of potential investors for targeted communication

## Planned field visits

The team will visit each site a number of times to engage with and consult national and local stakeholders and communities around the identified sites.

The purpose of the first two trips is to undertake on ground research to better understand the current situation and consult on the destination positioning and development priorities, including an assessment of challenges and opportunities in each site.

The first visit to Timor Leste will take place between 11 – 17 April inclusive, followed by a second trip during May 2016.

### Agenda for the first visit

The workshop and meetings with stakeholders and the local community will cover the following issues:

- Identification of key stakeholders at a national and local level
- Assessment of the existing tourism offer, including infrastructure as well as current experiences, accommodation and other visitor services
- Consultation on opportunities and challenges for sustainable tourism initiatives and destination planning
- Consultation on national and regional branding or positioning, in particular with the national tourism agency or authority.

### Pre-trip planning priorities

In order to maximize the effectiveness of our field trips, DMS and TRC Tourism would like to identify key contacts at the national and local level that can assist in coordinating our visit and ensure the right people are invited to participate in meetings and workshops.

We anticipate we would also hold meetings in local villages to engage with local communities that might be interested in new opportunities.

A critical requirement will be to make arrangements for meeting venues and catering and distribute invitations and reminders to participants to ensure good attendance and the opportunity to be involved.

## Proposed Itinerary – Timor Leste: 11 -17 April 2016

DATE/TIME	PROPOSED ACTIVITIES
MONDAY APRIL 11	<p>Arrive Dili 16.20</p> <p>Stay in Dili overnight</p>
TUESDAY APRIL 12	<p>Project Team Meeting DMS &amp; TRC + other relevant meetings.</p> <p>Brief them on the project, discuss their plans, marketing and challenges</p>
AM	
PM	<p>Meet with national tourism organisation, airlines and other key stakeholders in Dili.</p> <p>Brief them on the project, discuss their plans, marketing and challenges</p>
WEDNESDAY APRIL 13	<p>Workshop 08.30-11.30</p> <p>Tourism industry workshop - positioning, opportunities, challenges for Atauro – relationship with Dili tourism</p>
AM	
PM	<p>Transfer to Atauro</p> <p>Island orientation and meet local representatives of community &amp; Government + any operators</p>
THURSDAY APRIL 14	<p>Meet with local community representatives (Vila, Makili and ???) + village meetings.</p> <p><i>Catering, preferred times &amp; venues to be arranged</i></p> <p>Discuss the project, community aspirations, capacity, challenges</p>
FRIDAY APRIL 15	<p>Meet with tourism industry reps one on one: Discuss current markets, experiences, potential for growth, challenges</p>
SATURDAY APRIL 16	<p>Atauro – Final opportunity for consultations and/or site visits – eg key areas within site.</p> <p>TBD: Saturday afternoon or Sunday morning return to Dili</p>
SUNDAY APRIL 17	<p>TBD: Transfer to Dili and opportunity for meetings with any stakeholders.</p> <p>Depart: 17.00</p>

## About the project team

The project team includes three consultants:

- Carl Solomon and Charlotte Prouse are Partners of the Destination Marketing Store, Australia's leading destination brand and marketing agency.
- Janet Mackay is the owner/director of TRC Tourism, a specialist tourism and destination planning firm that works globally from offices in Australia and NZ.

An outline of the experience of each member of the team is provided below.

### Janet Mackay, Owner/Director, TRC Tourism

Qualifications: Master of Applied Science (Park Management), Graduate Diploma in Recreation Planning, Graduate Diploma in Education, Bachelor of Arts (Sociology and Geography)



Janet is highly regarded as a leader in innovative planning for tourism experiences and destinations. She works on tourism and related projects across Australia, New Zealand, the Pacific and Asia and recently in Europe.

She has worked with a wide range of stakeholders – government agencies, local government, NGOs, local and Indigenous communities, tourism organisations, tourism operators and businesses, community and interest groups – and is well known for her effective approaches to engagement with stakeholders and communities.

Janet has worked extensively on experience and destination planning for regions (large and small), local government areas, protected areas and states. This includes the range of aspects involved in tourism experiences – including assessment and development of a wide range of products, infrastructure, services, accommodation, marketing and promotion, visitor information, interpretation, regional governance arrangements, business planning, investment sounding and tourism industry, SME and community capacity building.

Recent projects include:

- Tourism planning projects in Samoa, Niue, Vanuatu, Fiji, Malaysia and Lao
- Regional destination planning work includes strategies for Hamilton-Waikato (NZ), Phillip Island (Victoria), the Swan Valley, Ningaloo-Shark Bay, Kimberley (WA), Flinders Ranges (SA) and Australia's Green Cauldron (NSW/QLD) National Landscapes; the Houtmann Abrolhos Islands (WA); the Snowy Mountains (NSW); Maria Island (Tas); Boddington Shire (WA); Geraldton Greenough Shire (WA); Christmas Island; Tarkine (Tas) and Kakadu (NT).
- Experience development strategies for several of Australia's National Landscapes - Ningaloo-Shark Bay (WA), Kimberley (WA), Flinders Ranges (SA) and Australia's Green Cauldron (NSW/QLD). The latter strategy won an award from the Planning Institute of Australia (NSW)
- Tourism strategies and master plans for local government areas, regions and parks in NSW, Victoria, SA, WA, the NT, the ACT, New Zealand and the Pacific.

Charlotte Prouse, Partner, DMS

Qualifications: Bachelor of Arts and Recreation (major in Tourism Marketing), University of South Australia; Certificate in Nero-Linguistics Programming (NLP), Sydney University; Diploma in Executive Tourism and Marketing, Southern Cross University.



Charlotte has been working with tourism regions, organisations and destinations to create and implement great destination brands, strategic marketing plans and experience development strategies for the last 20 years.

Charlotte has worked extensively on brand and marketing strategies for regions and destinations. This includes working with local government areas, protected areas and states. Charlotte has worked extensively with Tourism Australia since 2005, including undertaking the positioning of 12 of Australia's National Landscapes and as part of the team to develop two of Experience Development Strategies. Charlotte has also developed marketing strategies for some major destinations and organisations, including the NSW National Parks & Wildlife Service.

Charlotte has mentored many small to medium sized tourism operators to build industry capacity and provide strategic marketing and product development advice. Charlotte has led the development of new visitor experiences, such as Zoo2Q in Sydney Harbour National Landscape.

Recent projects include:

- Regional brand audit/positioning work includes Hamilton-Waikato (NZ); Swan Valley (WA); Tourism Australia National Landscapes program – positioning for 12 of the NLs, including Ningaloo-Shark Bay (WA), Kimberley (WA) & Flinders Ranges (SA); City of Wanneroo (WA); Exmouth Shire Council (WA); Mildura Riverfront Development (VIC); Tumut Region (NSW); and Mudgee Region (NSW).
- Marketing strategies and reviews for Shire of Kalumunda (WA); Swan Valley (WA); Alpine Resorts (VIC); NSW National Parks and Wildlife Service; and Tumut Region (NSW).

Carl Solomon, Partner, DMS

Qualifications: Bachelor of Commerce (Accounting & Finance), University of NSW; Graduate Certificate in Marketing, University of Technology Sydney; Masters of International Studies (Asia-Pacific), University of Sydney.



Over recent years, Carl has led significant reform in the nature and cultural tourism industry; engaging communities and delivering innovation solutions to attract more visitors and increase revenue. He has created and executed award-winning brand, marketing, digital engagement and education campaigns. He has designed and delivered sustainable tourism action plans and experience development strategies. Carl has extensive experience in complex stakeholder consultation and communication.

Throughout his career, Carl has worked across the community, business and government sectors with or for organisations such as NSW National Parks & Wildlife Service (NPWS), Tourism Australia, Parks Australia and the United Nations, including as the inaugural Executive Director of Olympic Aid (now known as Right to Play) and ten years on the NPWS Executive including as Director of Tourism & Partnerships. Carl is currently a Director of Science for Wildlife and served as a Board Member of Australia for UNHCR for five years.



## Coral Triangle Sustainable Tourism Project

Carl has a deep understanding of the visitor economy, particularly in relation to nature and cultural tourism. He served on several sub-committees of the NSW Visitor Economy Taskforce, including for Nature Tourism, Aboriginal Cultural Tourism, Accommodation and Investment Attraction, helping to draft key recommendations included in the Visitor Economy Action Plan. He also served on the National Landscapes Reference Committee and was a member of the Tourism & Transport Forum's (TTF) Nature Tourism Advisory Panel.

Recent projects include:

- Sustainable tourism action plans and experience development strategies, including the NSW National Parks Sustainable Tourism Action Plan, Nature Tourism Plan for the NSW River Red Gum region & Sydney Harbour National Landscape Experience Development Strategy
- Developed or reviewed brands or positioning statements, including for NSW National Parks & Wildlife Service, Clarence Valley Tourism and Science for Wildlife Inc
- Tourism business feasibility and analysis, including Gateway development project for Treasury NSW and Taronga Zoo and assessment and modelling of park businesses for NSW National Parks & Wildlife Service.
- Community engagement, including the Youth Empowerment Strategy for the Government of the United Arab Emirates.